

Work Deviant Behavior and Performance in Plastic Manufacturing Firms in Anambra State

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Abstract: *The unhealthy behavior of staff in plastic manufacturing firms seems to pose as challenges to the management as these deviant behavior seems to affect the performance of plastic manufacturing firms. The study ascertained the extent of relationship that exists between work deviant behavior and performance of Plastic Manufacturing Firms in Anambra State. The specific objective of the study focused on the extent of relationship that exists between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State. The study was anchored on Reinforcement Theory by Skinner. The study adopted Survey Research Design and 2 plastic manufacturing firms each were selected from 2 notable towns in Anambra State. The total population of the selected Plastic manufacturing firms is 1154 and Taro Yamane formula was used to determine a sample size of 297 while data were collected using structured questionnaire. Hypothesis was tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Packages for Social Science (SPSS). Finding revealed that there is a statistically significant negative relationship between work deviant behavior and performance of Plastic Manufacturing Firms in Anambra State by indicating a negative relationship between non-compliant behavior and task accomplishment. The study therefore, recommended that there is need to adopt disciplinary measures against deviant workplace behavior such that will correct unhealthy behavior so as to compel employees to be at their best.*

Keywords: Work deviant behavior, Performance, Manufacturing firms, Non-compliant behavior, Task accomplishment and Anambra State

INTRODUCTION

The attitude of staff in Plastic Manufacturing Firms seems to take similar trend of exhibiting the right job attitude as at when hired and later decline in performance behavior with their stay in the organization. It was observed during a survey visitation to some Plastic Manufacturing Firms such as Dozzy Plastics Ltd, Adigs Ltd and Obike Basic Plastic Industries Ltd that various workplace deviant behavior such as incessant conflict, avoidance of task, dysfunctional behavior such as absenteeism, late resumption to work on daily basis, waste and stealing of organizational resources were common among staff of these firms. The deviant job attitude by staff seems to be pose as threat to the operation of Plastic Manufacturing Firms as staff ignore job timing in the course of executing their assigned roles which results in delayed task accomplishment, another behavior is the absenteeism and lateness to work on daily basis, arguing and fighting at workplace, non-compliance to organizational policies and instructions and staying idle during work hours (Michael & Okpako, 2020). The poor workplace practices are notable deviant behavior that could affect the overall performance of an organization.

The deviant workplace practices have potentials of affecting the general outcome of Plastic Manufacturing Firms. This is the case of Dozzy Plastics Ltd at Onitsha, Anambra State as it was observed that staff avoid the undertaking of unassigned task within the production section of the organization which seems to affect the timely accomplishment of task. During a survey visitation to Adigs Plastic, Awka, Anambra State by the researcher, it was observed that there are numerous job behaviour that is unhealthy for a modern organization such as non-compliance to the time policy of the organization such as delay in task accomplishment due to using work time for personal pleasure such as gossiping and absent of staff at workplace during work hours.

One major attribute of deviant workplace behavior in the plastic manufacturing firms of Anambra State is the dysfunctional workplace behavior which comprises of harassing colleagues and customers, violating codes of conduct, discrimination at workplace and violence at workplace (Omar, Randa & Aya, 2018). Though, staff reported that some of the staff with dysfunctional attributes have been discharged after several warning by management. But some staff do exhibit such behavior without the knowledge of management and such threatens the ability of staff to put in their best into their roles. Example is the intimidation of new staff in the ICT section by old colleagues due to the fact that the staff tend to outshine other staff through his innovative contribution to the section. Some staff were envy of work progress and adopt unwelcoming job attitude towards the new ICT staff and this resulted in conflict breakout in the section and with due investigation, it was discovered that the old staff adopts some dysfunctional attitudes such as threatening, bullying and harassing of the new staff. Dysfunctional behavior has tendency of ruining innovation and hard work intention of employees as they may choose to adopt fast and easy strategy towards rewards, promotion and workplace favour since they can adopt corruptible means such as bribery, malpractice and sexual involvement to gain such level. It is against this background that it becomes necessary to study the extent of relationship that exists between work deviant behavior and performance of Plastic Manufacturing Firms in Anambra State.

The broad objective of this study is to ascertain the extent of relationship that exists between work deviant behavior and performance of Plastic Manufacturing Firms in Anambra State. The specific objective is;

1. To determine the degree of relationship that exists between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State.

REVIEW OF RELATED LITERATURE

Work Deviant Behaviour

Work deviant behaviour is voluntary behavior that violates significant organizational norms and, in doing so, threatens the wellbeing of an organization or its members (Robinson & Bennett, 2015). Employee deviance is voluntary in that employees either lack the motivation to conform to normative expectations of the social context or become motivated to violate those expectations (Kaplan, 2014). Organizational norms consist of basic moral standards as well as other traditional community standards, including those prescribed by formal and informal organizational policies, rules and procedures (Feldman, 2014). Work deviant behaviour refers to the behavior of the employees that can harm an organization or its members (Spector & Fox, 2012). It happens when the employees overlook or disobey the boundary of their jurisdictions for performing their workload.

Deviant behaviors, such as sabotage, theft, harassment, incivility, and work-slowness habit not only account for losses of the organization but also they do shatter the image (Robinson & Bennett, 2015). Work deviant behavior has given many different names to the deviant behaviors (Sharma, 2016). Deviant workplace behavior violates organizational norms, unethical behavior is wrongdoing when judged in terms of justice, law, or other societal guidelines determining the morality of behavior" ((Casimir, et al, 2017). Deviant behavior and unethical behavior are not necessarily linked. Paradoxically, dumping toxic waste in a river is not considered deviant if it conforms to the policies of the organization. Several of the behaviors that are considered deviant may also be considered unethical (Bennett & Robinson, 2013). Thus, not dumping toxic waste into the river and reporting to the authorities can be interpreted as deviant behavior. The behavior that is addressed in this work is both deviant and unethical.

Robinson and Bennett's (2017) definition and typology of workplace deviance is, employee deviance is a voluntary behavior that violates the norms of an organization, which may ultimately threaten the well-being of the organization, its employees, or both. The four types of workplace deviance has been discussed by Robinson and Bennett (2017) namely production deviance, political deviance, property deviance, and personal aggression. They have classified these behaviors into four categories along with two dimensions.

The study of Ashley & Smith (2014) posits that workplace deviance classified into two parts, constructive and destructive deviance, respectively. Constructive deviance leads to when employees sufficiently motivate to perform for an organization, whereas destructive deviance involved purposely engages in behavior that harms organizational as well as individual are potential. Ukpaki (2015) affirmed that 33 to 75 percent employee engages in deviant activities. In western countries, research on WDB is an integrity area, to understand various antecedents and consequences of deviant behavior and its impact on organizational commitment and productivity. According to Okpako and Adegbo (2016), workplace deviance resulted in a 20 percent cause of company failure and an annual lump sum loss of \$6-10 billion in organizations like said above, WDB is burning topic in western countries, but in the context of Asian countries, it is shallow. As per the 14th global fraud survey, high numbers of Indian employees reported misconduct in their present organization. Fraud, sabotage, theft, rude behavior, information theft is supposed to be increasing in the Indian workplace. Workplace deviance directly impacts an organization, comprises higher employee turnover and absenteeism, and decreased employee commitment and productivity (Damian & Isaiah, 2014). Deviance behavior can also be conducted toward organizations as well as individuals. The employee who is facing such deviant behavior is a move likely to resign, low motivated towards the job, feel stress on the job station, which will eventually lead them to low confidence, increase fear of retrenchment, and to suffer psychological problems (Damian & Isaiah, 2014). Workplace deviance behavior categorized into two parts positive and negative deviant behavior. Harmful behavior can also be termed as antisocial behavior, counterproductive behavior, misbehavior, whereas positive behavior considers as pro-social behavior or whistleblower Okpako and Adegbo (2016).

Non-Compliant Behaviour

Noncompliant behavior can manifest itself in different manners, such as skipping activities, performing additional activities, or performing activities without proper authorization (Hopeman & Elis, 2012). These acts can occur for various reasons. Brander (2017) conclude that gaps between process specifications and practical requirements are inevitable and noncompliant behavior occurs to bridge this gap. While noncompliance can occur for a broad variety of reasons, an important distinction should be made between intended and unintended acts of noncompliance. There are also malicious workarounds in the form of lying, cheating, and stealing

for personal benefit. Unintended acts of noncompliance receive considerably less attention in existing literature. This unintended behavior occurs in the form of mistakes and often due to a lack of knowledge about procedures (Alter 2015).

Because the interests and goals of stakeholders involved in a process often differ, a single act of noncompliance might be beneficial to some and detrimental to others (Alter 2015). This follows from the fact that acts of noncompliance typically affect different performance dimensions. For example, noncompliant behavior can simultaneously have a positive result on the quality of a provided service, but a negative effect on the service time. These tradeoffs between effects on different performance dimensions play an important role in the causes and impact of noncompliance. Interpersonal deviance can occur when misconduct target(s) of specific stakeholders such as coworkers' behavior falling within this subgroup of employee deviance includes gossiping. But counterproductive work behaviors can be denied as a voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both (Lalley & Malloch 2015).

There can be many extenuating circumstances associated with inappropriate behavior. Therefore, supervisors must evaluate the situation thoroughly before deciding on any punitive action. Additionally, delaying criticism may be prudent if the manager is unsure how to administer discipline correctly or has concerns regarding procedural issues (Butterfield, 2012). Thus, it may be desirable to delay punishment if a manager's emotional state would likely lead to an unduly harsh interaction with a worker. All too often, persons in authority tend to criticize subordinates only when they are upset, angry, and no longer able to hold their temper in check (Baron, 2013). Because of the criticizer's strong emotions, feedback is typically delivered in a biting, sarcastic tone that includes threats of termination, demotion, transfer, and other negative outcomes (Heldmann, 2010). Such criticism is highly dysfunctional.

Task Accomplishment

Task accomplishment covers a person's contribution to organizational performance, refers to actions that are part of the formal reward system (i.e., technical core), and addresses the requirements as specified in job descriptions (Williams and Karau, 2014). At a general level, task accomplishment consists of results of transforming materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Motowidlo, 2013). Thus, task accomplishment covers the fulfillment of the requirements that are part of the contract between the employer and employee. Moreover, task accomplishment in itself can be described as a multi-dimensional construct.

Motowidlo (2013), proposes a hierarchical model of eight performance factors. Among these eight factors, five refer to task accomplishment: job-specific task proficiency, non-job-specific task proficiency, written and oral communication proficiency, supervision, in case of leadership position; and partly, management/administration. Each of these five factors consists of sub factors which are differently important for various jobs. For example, the supervision factor includes; guiding, directing, and motivating subordinates and providing feedback, maintaining good working relationships and coordinating subordinates and others resources to get the job done (Borman & Brush, 2012).

Robinson (2014) avers that task accomplishment is different from contextual performance. Contextual performance consists of behavior that does not directly contribute to organizational performance but supports the organizational, social and psychological environment (Robinson, 2014). Contextual performance is different from task accomplishment as it includes activities that are not formally part of the job description. It indirectly contributes to an organization's performance by facilitating task accomplishment (Borman & Motowidlo, 2013). Task accomplishment is not only influenced by person-specific variables such as general mental abilities, but also by characteristics of the situation in which the performance occurs (Gazzima, 2011). The construct, task accomplishment emanates from two concepts that have won academic recognition and have been the subjects of empirical research- Commitment and Organizational Citizen Behaviour (OCB) (Rafferty, 2015).

Theoretical Framework

This study was anchored on Reinforcement theory by Skinner (1904). Skinner (1904) operant conditioning stems from radical behaviorism. Operant conditioning is defined as a process of attempting to modify one's behavior through the use of positive and negative reinforcement. Therefore, Skinner conducted an experiment attempting to influence behavior by applying positive and negative reinforcement and showing operant conditioning which was his technique for shaping and modifying behavior. His research findings established not only the experimental analysis of behavior, but also introduced the learning process as well as behavior therapy. Skinner's discussion of the Reinforcement theory proposes that someone's behavior can be changed by using reinforcement, punishment and extinction.

Compensation strategies are used to reinforce the behavior that is wanted and punishments are used to prevent the behavior that is not wanted. Extinction is a means to stop someone from performing a learned behavior. The technical term for these processes is called operant conditioning. The fundamental concepts of this theory are reinforcement, punishment and extinction. Reinforcement can be divided into positive reinforcement and negative reinforcement. Positive reinforcement occurs when the consequence

resulting in the behavior that one is attempting to produce increases the probability that the desired behavior will continue. Example is if a sales person performs well, that sales person may receive a bonus, which reinforces the desire to make sales because of positive consequence of doing so. Negative reinforcement is applied when certain deterrent or obstruction is removed and the employee responds to a desired behaviour after such removal. For instance, an employee who commutes for a long time and wrap up a few projects faster than desired but when he is told by the manager to take the projects home for a couple of days and complete them, it stimulates him/her to work as expected. By removing the negative stimuli, the desired behavior is reinforced. Punishment refers to imposing negative consequences or removing positive consequences with a view to preventing an employee from repeating undesired and uncalled for behaviours. It can therefore, be both positive and negative. Extinction refers to extinguishing a learned behaviour by withholding a positive reinforcement or reward that has encouraged the behavior.

Relevance of Reinforcement Theory

The reinforcement theory bears credence to this study as it supports the fact that desired behavior can be achieved if necessary measures are in place. This implies that work deviant behavior could be corrected that is the dysfunctional behavior such as bullying and incivility, workplace aggression and non-compliance behavior of employees could be eliminated if the necessary disciplinary actions or work behavior is put in place because this behaviors have tendency of affecting timely task accomplishment of task, team cooperation and innovativeness t workplace as staff with deviant behavior are less effective at workplace.

Empirical Review

Reio and Sanders (2021) investigated the frequency with which performance deviant-behaviour affect employees in a computer sciences company in the United States were the target of supervisor and coworker incivility as well as the link between this incivility and worker engagement. Results indicated that 78% of the participants had experienced supervisor incivility and 81% had experienced coworker incivility during the past year, both incivility variables were negative predictors of safety and availability engagement specifically, coworker incivility more powerfully predicted safety engagement whereas supervisor incivility was more closely linked with availability engagement.

Okpala and Nwaribeaku (2021) conducted a study on the effect of non-compliance attitude to work and employee engagement. The research is conducted in questionnaire format and distributed to business entrepreneurs of 431 business entities from 600 SMEs in Chiangmai, Lamphun and Lampang provinces in Northern Region of Thailand. There are 308 completed questionnaires used in our analysis. Structural equation Model was used to analyze the data collected. It was found that non-adherence to organizational rules and regulations had direct effect on employee engagement and corporate performance, while absence at workplace had direct effect on employee task accomplishment but had indirect effect on organization's performance.

Ukpabi, Ikaba, Enyindah, Orji and Idatoru, (2020) empirically investigated the effect of workplace dysfunction and business adaptability in the oil and gas industry of Niger Delta of Nigeria. The statistical tools employed in the analysis were descriptive statistics, Pearson's Correlation and regression. A survey of 126 oil and gas revealed that there is a significant correlation between organizational reputation and identity. The results also indicated that workplace dysfunction negatively affect stability of business operations. Based on these findings, oil and gas firms should upscale their involvement in identity by making a paradigm shift from the traditional donation of foodstuff and Christmas gifts to creating capacity that will engender independent entrepreneurial abilities, economic vision, passion and drive for self-accomplishment.

Chege (2020) researched on workplace deviant behaviour and employee service delivery; a case study of Tororo cement factory. The research design used was cross sectional, explanatory and descriptive research design. A Sample of 25 respondents was selected by use of Kralje and Morgan (1970). Both primary and secondary data were used. Data was collected using questionnaires, interview guide, survey and observation. Data was analyzed using correlations and multiple regressions. Pearson was used to determine relationship between variables. The study found that there is high level of employee turnover because of lack of motivation, inefficient communication, poor working conditions, and lack of employee participation. The study recommended that management should improve the working conditions, motivate employees, and improve communication within the organization and involving employees in decision making so as to improve relationship with employees to improve organization performance.

Ogato (2020) carried a study on work deviant behaviour and employee performance of Ambo Plant Protection Research Center (APPRC), Ambo, Ethiopia and proposed strategic measures for its improvement. The study employed comprehensive data collection methods whereby both secondary and primary methods of data collection methods were employed to address the objectives of the study. Data collected through structured questionnaire were analyzed with the help of simple descriptive statistics like frequencies and percentages and inferential statistics with the help of SPSS software (version 20). The findings revealed that promoting good governance and democracy, creating favorable working environment for employees are some of the strategic measures proposed to improve the industrial relations of employees of Ambo Plant Protection Research Center.

Vogelgesang, Leroy and Avolio (2019) examined the relationship between non-compliance to workplace rules and regulation and job performance in Pharmaceutical Firms of Kwara State. The study adopted survey research design and data were collected with the aid of questionnaire from 317 respondents. The findings indicated that followers who rated their leaders as exhibiting more transparent communication at Time 1, also rated themselves as more engaged in their work role at Time 2 (3 weeks later), and that their perceptions of leader behavioral integrity mediated that relationship. They found that engagement also positively related to third-party ratings of follower performance at time 3 lagged 3 months.

Taghian (2019) conducted a study on the influence of work deviant behaviour on employee commitment for different industries in western countries. The study adopted survey research design and questionnaire was distributed to 698 respondents selected from Industries in western countries. Analysis of Covariance (ANCOVA) was used to analyze the data. The result of the study revealed negative relationship between work deviant behaviour and employee commitment, also, negative relationship exists between negative work attitude and employee engagement. The study concluded that unhealthy behavior at work place such as bullying, incivility and aggression significantly affects the effectiveness of colleagues at workplace. The study therefore, recommended that the incorporation of values from the stage of production to packaging stage is necessary for effectiveness of staff at workplace.

Gap in Literature

Studies have been carried out on work deviant behavior and service delivery, workplace aggression, workplace dysfunctioning and psychological effect of workplace aggression on emotions of staff. while some studies focused on merging work deviant behavior with commitment, others focused on the effect of work deviant behavior such as bullying and incivility on staff performance but none of these studies sought to determine the extent of relationship that exists between work deviant behavior and performance of Plastic Manufacturing Firms in Anambra State through the following gaps;

Studies failed to determine the degree of relationship that exists between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State. These are the exact gaps that the study intended to fill.

METHODOLOGY

A Survey Research Design was used for this study because the researcher is interested in gathering information about the variables; since the study involves eliciting data directly from the objects of study. The population of this study comprises management and staff of Plastic Manufacturing firms in Anambra State. The total population of the selected Plastic Manufacturing Firms is 1154. The study made use of Taro Yamane formula to determine a sample size of 297. The study made use of Bowley’s proportion allocation to determine the number of questionnaire that accrued to each Plastic Manufacturing Firm. The study adopted primary source of data which is the use of a well-structured questionnaire of 5 point Likert Scale. The study adopted content and construct validity. The reliability of instrument was obtained through Cronbach Alpha method and a figure of 0.9 was obtained which shows that the instrument is very reliable. Data collected were analyzed and quantified using simple mathematical tabular presentation based on frequency percentage. The data generated were analyzed using Mean and Hypotheses were tested using Pearson product moment correlation co-efficient on Statistical packages for Social Science (version 23) at 5% level of significance.

DATA PRESENTATION AND ANALYSIS

Analysis of Data Related to Research Question

Table 1 Analysis of Responses to the degree of Relationship between Non-Compliant behavior and Task Accomplishment in Plastic Manufacturing Firms in Anambra State.

S/N	Options	SA	A	U	D	SD	Mean	Remark
Non-compliant Behaviour								
1.	Some staff in the organization avoid taking up responsibilities.	76	87	6	64	47	3.29	Agree
2.	Some staff disobey the rules and regulations of this organization.	62	75	15	51	77	3.0	Agree
3.	There are staff that fail to perform their duties on daily basis.	80	74	19	87	20	3.38	Agree
4.	Some of my colleagues resume late to work on daily basis.	80	99	15	42	44	3.5	Agree
5.	My colleagues are usually sanctioned for acting against the rules of this organization.	96	128	-	36	20	3.87	Agree

6.	Some staff are absent from work without pre-informing management.	68	46	10	80	76	2.82	Disagree
7.	Staff disobey instructions in this organization.	78	83	3	13	3	2.71	Disagree
8.	Some rules in this organization is not pleasing.	9	55	13	28	70	1.5	Disagree
9.	I try to find my way around instructions in this organization.	85	119	1	39	36	3.6	Agree
10.	I did not comply to rules that affects me in this organization.	91	114	12	32	31	3.72	Agree

Task Accomplishment										
1.	I complete my task on daily basis.			87	130	8	43	12	3.85	Agree
2.	I understand and perform my roles in this organization.			90	130	3	29	28	3.8	Agree
3.	I ensure that my duties in this organization is under control.			80	120	40	35	5	3.89	Agree
4.	My colleagues execute their task on time.			83	96	48	20	33	3.63	Agree
5.	I avoid delay in the course of executing my task.			70	82	25	55	48	3.25	Agree
6.	I complete my daily routine to avoid sanctioning from management.			70	90	40	45	35	3.4	Agree
7.	We meet up with task deadline in this organization.			76	87	6	64	47	3.29	Agree
8.	I focus on my task in this organization.			62	75	15	51	77	3.0	Agree
9.	I ensure that tasks assigned to me is executed on time.			80	74	19	87	20	3.38	Agree
10.	I put all my effort towards task.			80	99	15	42	44	3.5	Agree
Grand Average									3.32	Agree

Source; Computation of Respondent's Responses, 2023.

Table 1 shows that respondents agree to the relationship between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State with an average of 3.32. But disagreed to staff being absent from work without pre-informing management.

Test of Hypotheses

Ho₁: There is no significant relationship between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State.

Table 2 Correlation between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State

Correlations

		Non-compliant behavior	Task accomplishment
non-compliant behaviour	Pearson Correlation	1	-.876**
	Sig. (2-tailed)		.015
	N	280	280
Task accomplishment	Pearson Correlation	-.876**	1
	Sig. (2-tailed)	.015	
	N	280	280

Source: SPSS ver. 27 Outputs.

The table above revealed that there is a statistically significant negative relationship between workplace deviance and task accomplishment with $r = -0.876$ $n=280$ and p value of 0.015 ($p < 0.05$). Therefore, we reject the null hypothesis and conclude that there is negative relationship between non-compliant behavior and task accomplishment in Plastic Manufacturing Firms in Anambra State.

Conclusion

The study concluded that work deviant behaviour is unhealthy workplace practice that negatively affect the performance of staff. Deviant workplace behavior such as bullying, aggression, incivility and violence present unhealthy work environment and could cause decline in performance of staff. The study deduced that non-compliance to work place instructions and regulation significantly affect the output of employee performance negatively.

Recommendation

The study recommends that;

1. there is need to adopt disciplinary measures against deviant workplace behavior such that will correct unhealthy behavior so as to compel employees to be at their best and accomplish more tasks.

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